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ABSTRACT

One in a series of core instructional materials for apprentices to use during the first or second years of apprenticeship-related subjects training, this booklet deals with working in organizations. The first section consists of an outline of the content and scope of the core materials as well as a self-assessment pretest. Covered in the three instructional chapters included in the booklet are the nature of organizations, work behaviors and rules, and pride in work. Each chapter contains an overview; an introduction and objectives; principles, examples, and applications; additional information; and self-test exercises. Appended to the booklet are answers to the self-assessment pretest, answers to the self-test exercises, a posttest, and answers to the posttest. (MN)

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WORKING IN ORGANIZATIONS

Apprentice Related Training Module

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U.S. DEPARTMENT OF EDUCATION
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1. How To Use This Booklet

What Is This Series About?

Working in Organizations is one of ten booklets written as core instructional materials for apprentices to use during the first or second years of apprenticeship related subjects training. Nine of the booklets are about critical subject areas for apprentices, as determined by a national group of experts on apprenticeship and training. The tenth booklet introduces the other booklets and explains how to use the materials in the instructional setting.

The materials are designed to be used with other related subjects instructional materials. They can be employed in one of two ways: (1) the materials can be used as the total instructional materials package for some trades, in subjects such as basic science, measurement, and working in organizations; or (2) they can be used as supplementary, introductory or practice materials in subjects such as basic mathematics, safety and an introduction to apprenticeship.

The booklets are written in a self-instructional, self-paced format. They can be used either in instructor supervised or independent study arrangements. *Each booklet and each chapter is written as a distinct unit and is addressed to a single major topic.* This means that you or your instructor can select individual booklets or chapters without necessarily using every booklet or every chapter within a booklet.

The booklets emphasize application of facts, concepts and skills. Material is presented by means of written information, visual illustration and applied example. The discussion for most major topics also includes an application section that requires you as a learner to demonstrate what you are learning. In addition, each chapter contains a section entitled Self-Test Exercises that contains questions, problems and exercises for you to work through as a final application of the knowledge or skill and to show that you have mastered the materials.

The titles of the booklets in the core materials are:

1. *A Basic Core Curriculum*
2. *Introduction to Apprenticeship*
3. *Basic Mathematics*
4. *Basic Safety I*
5. *Basic Safety II*
6. *Basic Measurement*
7. *Sketching, Drawing and Blueprint Reading*
8. *Basic Physical Science*
9. *Working in Organizations*
10. *Interpersonal Skills and Communication*

What Is This Booklet About?

Organizations are a fact of modern life. They are mechanisms created to assist individual people to work together in order to accomplish goals. Within organizations, formal rules and structures are used to insure that everyone does his or her part and to insure that the organization continues over a period of time. As society has become more complex, as the population has expanded and as jobs have become more sophisticated and specialized, work organizations have become important and widespread as mechanisms for coordinating and directing activity.

Any company in which you work is an organization. You need to understand the dynamics of organizations and working in organizations to be successful and effective as a worker. This booklet is about several of the more critical elements of organizations of which you must be aware. The topics covered in this module are:

1. The Nature of Organizations
2. Work Behaviors and Rules
3. Pride in work

What Must I Do To Complete My Work In This Booklet?

Working your way through this booklet will require you to read the text, to answer the questions, to perform the exercises and to complete the pretest and posttest instruments. Expect to spend about three hours working through the materials. The only resources you need to complete your work in this booklet are: (1) a copy of the booklet; (2) a pencil or pen; and (3) about three hours of time.

The materials are written in a self-instructional, programmed format. You may work through the text, examples, and questions at your own pace and leisure. You need not complete your work in the booklet at one sitting.

Each chapter in the booklet is devoted to a single skill, competency or unit of knowledge. The general format of the chapters is similar, with the following parts.

1. A *chapter overview* containing all the necessary information you need to know in order to work through the chapter.
2. An *introduction* describing the knowledge or skill and the instructional objectives for the information.
3. *Principles, examples, and applications* presenting and explaining the content as well as offering you practice opportunities to apply the information.
4. Additional *sources of information.*
5. A *self-test exercise* for applying the information under consideration.

This booklet concludes with an appendix that contains the answers to the pretest, the self-test exercises from each chapter and the posttest.

How Much Do I Know About The Subject As I Begin?

Begin your work in *Working in Organizations* by completing the self-assessment pretest that follows. When you have completed the pretest as directed in the assessment instructions and have finished reading the other material in this introductory section, continue your work in this booklet, one chapter at a time. Begin with Chapter 2 unless the results of your self-assessment indicate that you should do otherwise.

In each chapter, do the following:

1. Read:
   - Background information
   - Steps and procedures for performing skilled activities and explanations of major points and ideas.
   - Examples illustrating use of information, performance or skills, or application of material
2. Consider the questions and exercises in the text. Work the questions and check your answers.
3. When you believe that you have mastered the material, take the Self-Test at the end of the chapter.
4. Check your answers with those provided in the Appendix at the end of the booklet. If you achieve at least the minimum acceptable score, move to the next chapter. If your score is below acceptable levels, work through the chapter again.

Self-Assessment Pretest

Directions: The self-assessment will help you focus on specific strengths and limitations of your knowledge and skills associated with working in organizations. Select the best answer for each question and record it in the appropriate space. After you have worked through the entire pretest, score your test following the directions at the bottom of the test.

1. What is meant by the term "hierarchy" within organizations?

   Answer: _____

2. Name four elements of work organizations.

   a. _____

   b. _____

   c. _____

   d. _____

3. Define "line" position.

   Answer: _____

4. Name three rules for working with your supervisor or foreman.

   a. _____

   b. _____

   c. _____

5. What is meant by the term "formal rule?"

   Answer: _____

6. Name three categories for which typically there are formal rules.

   a. _____

   b. _____

   c. _____

7. "Maturity" is perhaps the most crucial "informal"rule. Name two of the characteristics of maturity.

   a. _____

   b. _____

Scoring:

Each question counts one point; parts of questions count fractions of points. Group questions 1, 2, 3 and 4 together. Group question 5, 6 and 7 together.

Number correct, questions 1, 2, 3, 4 _____

Number correct, questions 5, 6, 7 _____

Fill in the information in each chapter overview.

2. The Nature of Organizations

Chapter Overview

Purpose:	To insure that each apprentice understands the idea of organizations and what it means to be part of one.
Preassessment Score:	Write in the following space the number of correct answers from Pre-test questions 1-4 _____. If you answered all four questions correctly, skip to Chapter 3. If you missed one or more questions continue work in this chapter.
Prerequisites:	Chapter 1 of this booklet.
Resources:	Time - at least 60 minutes to completion. Materials - Pencil.
Performance Statement:	At the conclusion of your work in this chapter, you will identify and explain the meaning of organizational components and what it means to work in and for an organization.
Performance Measure:	A ten-minute paper-and-pencil test to be taken at the conclusion of your work in this booklet.
Standards:	To be successful you must answer at least 70 percent of the posttest items correctly.
Activities:	1. Read text, examples and illustrations and commit information to memory. 2. Work questions, examples and problems. 3. Complete and check the Self-Test Exercises and Posttest.

Introduction and Objectives

Organizations are entities created to achieve specific purposes, are made up of individual members, are intended to continue for indefinite periods of time, and include formal and informal structures to insure that all parts of the organization operate together. The idea is to arrange the parts

of the organizations so that they maximize the efficiency of the members of organizations. The strength and value of organizations comes from the people within the organization working together. The mechanisms that are created to enable members to work together is the subject matter of this chapter. Specifically, the content deals with (a) characteristics of organizations, (b) hierarchy within organizations; and (c) supervision within organizations. In each instance the effort is to discuss each topic from your point of view as an apprentice. When you have completed your work in this chapter, you will demonstrate your understanding by:

1. Describing and defining the characteristics of organizations;
2. Outlining the hierarchy for your own organization; and
3. Explaining what it means to work under supervision.

Principles, Examples and Applications

Characteristics of Organizations

An organization is formed by groups of people who work together over a period of time, following certain rules, to accomplish some common goal or purpose. Every organizations fits that common description, having: (a) members, (b) rules, (c) work or effort, (d) goals or purpose and (e) existence over a period of time. Further, all organizations share certain characteristics in common. These include:

1. *Organizations are divided or specialized into parts or groups of members.* Each group has prescribed and proscribed responsibilities associated with insuring that the organization achieves its goals. The divisions and responsibilities include provisions for each group in terms of work duties to be performed, its relationship to other groups, and the communication patterns for the organization. This means for example, that a carpentry crew has certain assigned duties that must be performed at assigned times. Further, the crews are responsible to certain foremen and company officials. Lastly, information about the appropriateness of beginning or completing a task is communicated through prescribed channels within the organization.
2. *Organizations have formal and informal rules that all members must obey.* Because organizations are large, long lasting, complex and created to achieve a purpose, there must be rules to govern the behavior of members. Everyone must know what to expect from everyone else. Futher, management must know what to expect from workers in order to insure a certain level of productivity. Formal and informal organizational rules constitute another chapter of this booklet.
3. *Organizations have plans.* Management and labor often work together to plan for productivity and production as well as to try to secure further work. You as a worker and member of the organization are critical to the success of this plan.
4. *Organizations have hierarchies of power and authority.* Everyone is answerable to someone else at some level, even the president of the company. You must identify the positions and lines of authority within your organization and work within those confines. This means that various groups have certain responsibilities and the authority to carry out those responsibilities. The personnel office, for example, hired you. You work under the direction of the supervisor and/or foreman. As an apprentice, you work under the watchful care of a supervising journeyman to whom you are responsible. As part of a machine shop, you have to fill certain orders by certain dates and sup-

ply the parts to other groups within the organization. If you fail to fulfill your responsibilities, you can be reprimanded by the appropriate authorities.

5. *Organizations are created to last over time.* They are intended to continue long after individual members retire from the organization. Further, they are created to withstand members that do not conform to prescribed structures and rules. *Organizations replace members who do not perform according to specifications.* For example, if you fail to obey rules about job safety and thereby endanger yourself, others, or the rate of productivity, you will be fired. If you work too slowly or too carelessly you will be fired. Each individual member must do his or her fair share to support the organization.

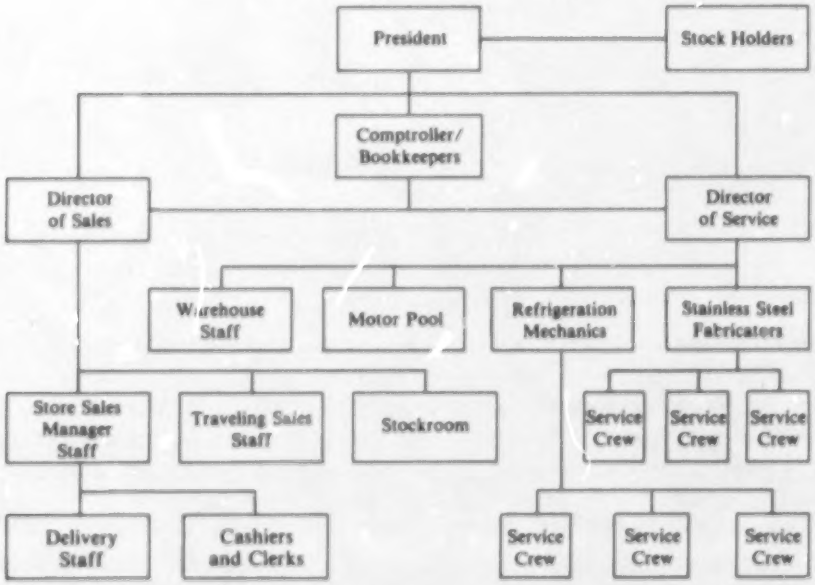
Hierarchy Within Organizations

In order to insure that work will be performed, various members within organizations are assigned certain responsibilities and roles and given certain authority to discharge their responsibilities. Each member or group of members is given a name or title and assigned some part of the overall scheme of things. It is every member's responsibility to learn where he or she, and the group of which he or she is a part, fit into this overall scheme.

One way of thinking about the structure or hierarchy of an organization is to identify each group working within an organization and to locate their position in an organizational chart. An organizational chart is a graphic display of the groups and levels of authority within an organization. A sample organizational chart for a small kitchen equipment company is illustrated in Figure 1. Notice how each level within the organization is responsible to another group of workers. Also notice how each group performs different tasks. Further, notice that some groups have more formal authority than do others.

Looking at the figure, imagine you worked in the stainless steel shop. To whom other than your foreman would you be responsible? This same type of question can be asked of any position in the company and can be answered by using the organizational chart.

Figure 1. Sample Organizational Chart



Organizational charts are helpful for understanding organizations, but they do not show all lines of communications or power. This information you must learn from fellow workers on the job.

For example, in a machine shop, some workers carry more clout with the foreman than dc others. You need to know who has authority and power within your organization.

If you cannot do an organizational chart for the company for which you work, you can develop a good idea of the lines of authority by thinking about positions and titles of various workers. One way of analyzing positions is to classify each position either as a line and staff job. A line position is a position in which the worker contributes directly to the goals of the organization. For example, a sheet metal worker in an auto body plant is a line position. A staff position is one in which the worker manages corporate or member activity and contributes indirectly to the primary goal of the company. For example, the director of personnel or sales would be a staff position. Staff position workers do not contribute directly to output.

Consider the different positions in the company in which you work and separate line and staff positions. Usually line positions are labor and staff positions are management. Remember, it takes both to make organizations function effectively.

Working Under Supervision

As an apprentice and journeyman, you will work under supervision. Within an organization, every member is always responsible to someone else. Your success as an employee is linked directly to how well you work under supervision. While you are an apprentice, your supervisor is responsible for training you as well as seeing that you learn the rules and expectations for working in the company. Additionally, your supervisor must evaluate your performance and make recommendations to the sponsor concerning your apprenticeship advancement and your future employment and responsibilities.

As an apprentice and a journeyman, your supervisor is responsible for your level of productivity, your performance, and the safety of the entire crew. He or she must work to motivate you to work ever more effectively, efficiently and safely. He or she and your crew probably have a productivity quota or schedule to meet. Further, she or he must work to avoid or resolve conflict among all members of the crew.

There are some strategies you can use in working with your foreman and/or supervisor that will make your job easier and more productive. Several of these strategies are discussed below, from your perspective as an apprentice.

1. *Use the foreman or supervisor for communication*—He or she is the communication link between your crew and higher levels of management within the organization. He or she must represent your interests upward to management as well as represent management's wishes downward to you and the rest of your shop or crew. Go through the foreman or supervisor to send a message.

2. *Use the foreman or supervisor as source of direction*—Remember, the foreman or supervisor is responsible for your work, training, safety and productivity. Ask for explicit directions from the foreman or supervisor about how to perform or complete certain jobs or tasks. Be sure you understand what you must do before you begin work. Also, if you do not know how to do something, ask for help. The foreman or supervisor will direct you to an information source for help.

3. *Do not ask for or expect special treatment from the supervisor or foreman*—Remember, he or she is responsible for the entire shop or crew. He or she

cannot provide special treatment beyond that to which every other apprentice is entitled. Asking can only lower the appraisal of your value.

4. *Accept and use suggestions of supervisor or foreman*—He or she is (a) in a position of authority and responsibility and (b) a more experienced worker than you are. Therefore, listen, consider, and use the advice, suggestions and directions of the supervisor or foreman. He or she has your interests *and* the interests of the company at stake. As an apprentice, rarely are you in a position to question the directions.
5. *Upon receiving directions, repeat your understanding of the direction and the goal of activity*—An excellent, quick way to be sure you understand what is expected of you is to repeat, in your own words, what you believe you understand about the directions you were given. Usually, it is wise to repeat both your knowledge of the specific directions *and* your understanding of the goal or purpose of the activity.

Additional Information

For additional information about the nature of the organization in which you work, talk with your foreman, supervisor and fellow workers. Find out the facts and rules and behave accordingly.

Self-Test Exercises

Answer the following questions and check your answers with those in the Appendix. If you have difficulty with any questions, reread sections of this chapter before going on to the next.

1. List four behaviors that you must follow in working with supervisors and foremen.

   a. _____

   b. _____

   c. _____

   d. _____

2. What is meant by the phrase that every member of an organization is responsible to someone else?

   Answer: _____

3. What is meant by the characteristic of organizations that they are created to last over a long period of time?

   Answer: _____

3. Work Behaviors and Rules

Chapter Overview

Purpose:	To insure that each apprentice understands and learns expected work behaviors and rules.
Preassessment: Score:	Write in the following space the number of correct answers from Pre-test items 5-7: ____. If you answered all three items correctly, skip to Chapter 4. If you answered one or more questions incorrectly, continue your work through this chapter.
Prerequisites:	Chapter 1 of this module.
Resources:	Time - at least 60 minutes to completion. Material - Pencil.
Performance Statement:	At the conclusion of your work in this chapter, you will recall and explain typical rules and expected behaviors for many work situations.
Performance Measure:	A ten-minute paper-and-pencil test to be taken after you complete your work in this booklet.
Standards:	To be successful you must answer at least 70 percent of the posttest items correctly.
Activities:	1. Read text, examples and illustrations and commit information to memory. 2. Work questions, examples and problems. 3. Complete and check the Self-test Exercises and Posttest.

Introduction and Objectives

Any job in any company has a set of rules and expected behaviors that must be followed if the job is to be performed effectively. These rules include not only performance expectations about quality of work as discussed elsewhere in this booklet, but also formal rules about your behavior on the job as

well as informal rules about your behavior in and around the workplace.

This chapter is about formal and informal work rules and expected behaviors. When you have completed your work in this chapter, you will demonstrate your understanding by being able to:

1. Recognize inappropriate work behaviors; and
2. Describe and demonstrate appropriate work behaviors.

Principles, Examples and Applications

Formal Rules

Almost every work setting in every work organization has a set of written rules that govern the way employees act. These rules help to insure that company activity continues in an orderly fashion in spite of employer turnover, sickness, vacation, conflict and so forth. The rules also insure that each employee is treated like every other employee of the same rank or position.

The formal rules often are written into a company policy manual, provided to you by the sponsor of your apprenticeship program. The rules include both the employers' rules and those of your union, if it is a jointly sponsored program. In addition, often the rules are presented in two or three other ways. For example, frequently the very important rules are posted on a sign or bulletin board somewhere in the work area. Also, usually the supervisor, foreman and other journeymen will explain rules to new employees and provide one or two reminders, if necessary. Most frequently, rules are explained at a formal orientation meeting or program for new employees. Each of these opportunities provide you with a chance to learn about the expected and required behaviors in terms of sponsor policy. Use the opportunities to learn the rules!

Among the items about which most companies have written rules or policies are the following dozen items. Note that some of them also are included in your apprenticeship agreement.

1. *Attendance, absence and punctuality*—You must report to work on time each day unless your absence is for acceptable reasons. If you are going to be late or absent, you must follow your sponsor's policy for reporting the upcoming absence or lateness. Sometimes medical excuses are required. Companies usually will explain these rules in writing.
2. *Work schedule and record*—You must adhere to the company policy for hours to be worked, lunch and coffee breaks, and overtime work. This means clocking in and out on time, *in person* and according to schedule. Further, for many companies, it also means that you must record the time and activities you spend in certain job processes or on certain equipment.
3. *Reasonable effort*—You must try to perform your job effectively and efficiently and you must try to learn your chosen trade. Often a policy manual will indicate that you are expected to try, to give it your "best shot." Sometimes a minimum rate of productivity is set forth.
4. *Productivity and quality*—You must take pride in your work and do your best. Further, you must do your share in terms of producing output and getting the work finished.
5. *Housekeeping and safety*—You must work and behave safely so that you do not endanger yourself, your fellow workers or the corporate productivity plan.

6. *Salary and wages*—You earn salary and wages from your work. Often companies will outline in writing salary and wage policies so that you understand how pay schedules, rates and raises are established.

7. *Leave*—Most employers provide time off, with and without pay, for various reasons and activities. Companies will set forth in writing the policy for sick leave; vacation time; holiday time; maternity leave; jury duty leave; and other loss or compensated time off from work. You earn this leave through satisfactory completion of the probationary period at work.

8. *Benefits*—Most companies provide certain benefits to employees that are earned through satisfactory employment and/or completion of work assignments over a period of time. The benefits include items such as retirement plans, health insurance and disability insurance. Companies also contribute to various compensation funds and the social security system. Still other companies provide for profit sharing and incentive bonuses.

9. *Expenses and reimbursement*—If you must purchase materials for corporate use or travel on company business, you will incur costs that are actually company costs. You should be reimbursed for these costs. Company policy will explain what is reimbursable and how you go about securing reimbursement.

10. *Company equipment*—Sometimes employees are allowed to use company equipment—vehicles, telephones, grounds, tools and so forth—for their own personal use. The rules for use of such materials must be set forth in writing before you use the materials. Among the rules, you should expect to find out when the equipment is available, how long you can keep it and what happens if it breaks.

11. *Probation and review*—Many times, especially as an apprentice, you will work for a period of time on probation. Your work, attitude, and other characteristics will be watched carefully by supervisors. At some point, those in charge will evaluate your performance and decide if you will be considered as a permanent employee. Additionally, throughout your employment, you should have an opportunity for periodic progress and wage reviews with your supervisors. Usually, the specifications of probationary periods and reviews will be provided in writing in a company policy manual.

12. *Due Process*—If you have a complaint or if your foreman has a complaint about you, there should be a formal procedure for registering the complaint and resolving the issue. Further, if the resolution involves disciplining or dismissal, the formal rules must explain, in detail, the steps, rules and consequences of these activities. They also should outline the appeal and grievance procedures for employees to use in filing complaints or asking reviews of other decisions.

Get a copy of the personnel manual for your company. Read it; study it; learn it. If rules covering some of the above items are not written, ask a supervisor about them. You are responsible for obeying all rules, even if they are unwritten.

Informal or Less Formal Rules

In addition to formal written rules, there are a set of often-unwritten rules that you must obey and which bear heavily on your success or failure on the job. Several of the more important categories of these rules are the following:

1. *Appearance*—Appropriate appearance will depend upon the type of job you do as well as employer's attitudes toward dress and grooming. For example, the job requirements of a diesel mechanic, a computer operator and a construction worker suggest different clothing requirements. You may be required to wear a uniform, safety clothing or equipment, or dress appropriately to impress the public. If dress and grooming requirements are not made clear, discuss with and observe your co-workers to determine what is appropriate. Regardless of specific dress requirements, cleanliness and neatness are desirable qualities appreciated by both your supervisors and co-workers. Most important, always dress in accord with safety needs and requirements.
2. *Formality*—Organizations differ in how formal they are regarding operating procedures and how people interact with each other. In some work situations, managers, supervisors and employees are very casual, with everyone interacting on a first-name basis. In other settings, interactions are more formal, where supervisors and perhaps even senior level employees are addressed as "Ms. Street" or "Mr. Howard." Also, some organizations have a very structured way of getting work done. Any procedures which deviate from the "right way" of doing things are frowned upon by management. In other less formal organizations, the most important thing is getting the work done. Specific procedures for accomplishing tasks are flexible and left up to the individual worker. Both approaches have their advantages. A more structured system may be required in an organization for safety reasons or to keep the organization running smoothly. A smaller organization may be able to dispense with some of the "red tape" and operate effectively on a looser basis. By observing and becoming part of the organization, you will learn what is accepted behavior for getting things done. Do not rush into taking any short-cuts with your work, though, until you are fully aware of accepted procedures and can be sure that the end product of your work will not be adversely affected.
3. *Lines of Authority*—It is important on your job to follow lines of authority, whether they are formally or informally established. There are certain procedures which employees must follow for such things as requesting leave, complaining about a job situation, providing suggestions regarding the job, asking for a raise, or reporting a situation on the job. This involves going through the proper channels. For instance, in requesting leave you may be required to tell your immediate supervisor, who forwards this to a division head, who makes the decision and passes this back to you through your supervisor. Informal procedures may require that you discuss a situation on the job, such as problems with a co-worker, with a more senior employee or union member before talking with a supervisor. For you to be accepted and succeed on the job, it is necessary to identify, pay attention to and follow such informal and formal lines of authority. Give yourself some time to become familiar with these channels by observing, asking questions and listening.
4. *Work Effort*—It is vitally important to work hard, make a good effort and take pride in what you do. Supervisors, foremen and fellow workers notice and remember if you

fail to try or fail to produce your fair share of work. Quality control and productivity also depend upon you exerting a conscious effort to perform at least to standards of tolerance and efficiency. The best (and worst) reputations you can earn as a worker are those associated with work effort. Productive, hard working employees rarely have problems at all whereas employees who exert little honest work effort always seem to be in trouble.

5. *Maturity*—A last area of often unwritten but very important rules are those lumped under the heading of maturity. These rules are those about behavior in the shop or work area. Sometimes some of these rules are written. However, most of these rules are simply expectations which, when taken together with "work effort" are the items employers most frequently watch for and evaluate your performance upon. Items under the heading of maturity often include: (a) your punctuality in getting to work; (b) the length of time it takes for you to get into your work routine each morning and after breaks; (c) the way you interact with and get along with fellow employees; (d) how well you accept and use suggestions from supervisors; (e) how aggressively you approach a new task; (f) how you avoid distractions; and (g) how dependable you are in terms of keeping your word. Attend to these items if you wish to be successful on your job.

Exercises

Look at your company's policy manual and/or union agreement. What written policies and procedures are covered in your manual or agreement? Are any other issues covered that are not listed in the section of this chapter entitled formal rules? Write down any items from the module that are not included in a policy manual or union contract. Find out what your company's policies are regarding these items, write them down and save them for future reference.

Think about the unwritten rules for your employer. What lines of authority must you follow in order to: (a) request a vacation, (b) report a hazardous working condition; (c) suggest a work procedure modification? Write down and commit to memory the rule for each of these items.

Additional Information

For additional information about formal and informal work rules, please read your apprenticeship agreement and your employer's policy manual. Also consult your foreman, supervisor and fellow workers about your understanding of the rules. Further, as with work processes, if you do not know something, *ask;* do not just ignore it. Your job is at stake.

Self-Test Exercises

Read and answer the following questions. When you have finished, check your answers with those provided in the Appendix. If you have difficulty with any of the questions, reread sections of this chapter before going on to the next.

1. What are three sources of information on an organization's formal operating procedures?
   a. _____
   b. _____
   c. _____

2. Before planning a beach vacation for the week of July 3-10, what policies should you find out about?
   a. _____
   b. _____

3. What is meant by policy about benefits?
   _____

4. Name at least four items that usually are included in the set of unwritten rules called "maturity."
   a. _____
   b. _____
   c. _____
   d. _____

4. Pride In Work

Chapter Overview

Purpose:	To encourage each apprentice to take pride in their work.
Preassessment Score:	Regardless of your score on the Pretest, work through this chapter.
Prerequisities:	Chapters 1, 2 and 3 of this booklet.
Resources:	Time - At least 45 minutes to completion. Materials - Pencil.
Performance Statement:	At the conclusion of your work in this booklet, you will recognize and identify several strategies and items that will contribute to a growing personal pride in your work.
Performance Measure:	A ten-minute, paper-and-pencil test, to be taken at the conclusion of working through this booklet.
Standards:	To be successful, you must answer at least 70% of the posttest items.
Activities:	1. Read text, examples and illustrations and commit information to memory. 2. Work questions, examples and problems. 3. Complete and check the Self-test Exercises and Posttest.

Introduction and Objectives

It is critical that you take pride in your work. This means accepting responsibility for your work and actions, completing your assignments, and attending to producing quality products and services in a reasonable amount of time. These attributes, in addition to simply knowing and using skills, are what separates the skilled journeyman and master craftsperson from the novice and apprentice.

This chapter is about work quality and pride in work. At the conclusion of your work in this chapter, you will demonstrate your understanding of the material by being able to:

1. Identify work expectations that contribute to your investment and satisfaction on the job;
2. Explain the notion of personal rewards and standards; and
3. Explain and demonstrate how to use one or more personnel rating scales for job performance.

Principles, Examples and Applications

You will recall from previous reading that adhering to rules and working within the bounds of the organization are critical to your success as an apprentice and journeyman. However, simply obeying the rules is not sufficient alone for being successful as an employee. Success and particularly job satisfaction means you must invest yourself in your work. You must make your job part of yourself; you must exert effort to do your job well, the best you can; and you must assess your progress and effort from time to time to improve your overall performance.

Expectations and Investing of Yourself

To be satisfied and fulfilled in your work, you must go beyond simply obeying the rules and doing the minimum that is expected of you. You must invest of yourself. This means taking your work personally, being interested, taking initiative, displaying loyalty and working cooperatively. By cultivating and displaying these attributes, you will do a better job and will be perceived as doing a better job. Your value to the company will be increased. Guidelines for demonstrating these characteristics include the following:

Interest and Initiative

- Give all aspects of your job proper planning and effort, no matter how "unimportant" certain aspects may seem.
- Be positive, not complaining about your job or employer.
- Pay attention to what your co-workers are doing and show them that you feel their interests are important.
- Do not beeline for the door when the whistle blows and never quit early.
- When you finish a task ahead of schedule, look for something else to do or give a co-worker a hand.
- Volunteer your services as a committee chairperson or member to plan special activities or to work for increased productivity.
- Improve yourself by learning a new job activity, attending a training session, taking night classes and so forth.
- Pay attention when directions are given.

- Ask questions and work to master new processes or rules.
- Stick to what you are assigned to do until the job is complete. Do not give up and do not sluff-off jobs that you consider unimportant.

Loyalty and Honesty

- Do not put down your employer or other employees, particularly when talking with people from outside of the organization.
- Talk about positive aspects of your workplace and position.
- Do not borrow or keep company tools and supplies.
- Be fair about your work hours and expenses claimed.
- Be honest in your dealings with customers or clients; do not misrepresent your employer.
- Always do what you say you will do.
- Respond truthfully when asked a question.

Cooperation and Pleasantness

- Offer assistance to your co-workers.
- Ask advice of your co-workers.
- Be open to suggestions and change.
- Do not try to get ahead at the expense of others.
- Speak well of people.
- Smile and be responsive, even pleasant.
- Be agreeable; avoid disputes.
- Show a sense of humor; laugh more at yourself than others.
- Avoid interfering with co-worker's work.
- Resolve conflict constructively.

Rewards and Standards

As strange as it may seem, most employers have few ways to say "good job" or "thank you." Your salary together with merit raises and bonuses is one strategy available to the employer. However, use of this strategy is limited by the salary structure of the entire company. Regardless of the job category you fill, you can only make a given amount of money in that job in that company. This is because corporate profitability is tied to the salary structure or average wages for each of the job categories within the company. Employers cannot pay you more than a certain amount without altering their overall prices, advertising and the wages for every other employee/category of employee in the company.

Because of the limited number of means available to employers to say "good job," you must develop ways of providing your own rewards and tying these to your personal standards. One such reward is the personal satisfaction of doing the best job you can do. In olden days, the personal satisfaction gained from the fact of creating a product that was representative of the best work a craftsperson could produce was the best and most endearing reward a worker could have. Today, too frequently this idea has been replaced by wages. However, over the course of a work career, wages lose their value as a means of work satisfaction and reward. Instead, each worker must create his or her own individual reward and standard of satisfaction. You do this by investing yourself in your job and producing the best possible product at every opportunity. Your reputation for doing good work and some of your products will outlive your productive work life.

But how can you tell if you have done your best? This is a problem for younger workers; however, there are several things you can use to make these decisions easier. For example, you can compare the product of your efforts to those of your fellow workers as well as to industry standards for such products. If your output is comparable to the other output, then you probably are doing an adequate job. You also should examine the amount of time and the amount of materials you use in producing a product to the time and materials use of others. If the amount of time and materials is comparable to that of experienced journeymen, you probably are doing a good job.

You also must evaluate your own effort in terms of how well you think you did when compared with how well you expected to do and how well you believe you can do. See how many aspects of your work performance you can find a way to improve. Did anything "go better" than you expected? Are there techniques or aspects that you can improve? Are you satisfied that you did your best? If you are convinced that you did your best and can think of few ways to improve, you probably are doing a good job. The key is always thinking about what you are doing and what you have done in order to try to improve. In time, when you know you have done your best, you will find your best effort itself to be your best reward.

Self-Evaluation

No doubt your employer will have a formal review process for employees, especially for apprentices. Such review can provide you with personal rewards and with information that you can use to improve your job performance. However, you also should develop some means of self-evaluation of your overall performance to use throughout your career. One successful strategy for doing this is to construct either a checklist or log of the various work rules and expectations for your job. Examine the checklist each month on the evening you pay your bills as a self-evaluation. Figure 2 is a sample checklist that includes a number of the rules, expectations and questions regarding policy discussed in the last two chapters. Consider developing a similar checklist for your own use by substituting the formal and informal rules of your work setting in the appropriate spots. Notice that the categories are merely suggestions. Substitute your own, as needed.

Figure 2: Sample Self-Evaluation Checklist

Rate your performance on each of the below items each month on a scale of 1 to 5 with 5 being the best rating. Strive to achieve a 5 on each item.

Rating			Item	Comments
Jan.	**Feb.**	**Mar.**		
			I. Dependability	
☐	☐	☐	a. At assigned work station or in class within 3 minutes of expected time.	_____
☐	☐	☐	b. Respond truthfully.	_____
☐	☐	☐	c. Stay on the job without excessive breaks.	_____
☐	☐	☐	d. Complete tasks in required time.	_____
☐	☐	☐	e. Do what say will do.	_____
☐	☐	☐	f. Follow directions, instructions and prescribed procedures.	_____
☐	☐	☐	g. Follow industry accepted safety rules.	_____
☐	☐	☐	h. Keep accurate records.	_____
			II. Acceptance of Supervision	
☐	☐	☐	a. Accept and use supervisor's suggestions.	_____
☐	☐	☐	b. Pay attention to directions and demonstrations.	_____
☐	☐	☐	c. Discuss instructions but do argue.	_____
☐	☐	☐	d. Follow procedures within company hierarchy	_____
☐	☐	☐	e. Ask questions when do not understand.	_____

Rating			Item	Comments
Jan.	Feb.	Mar.		
			III. Personal Standards	
☐	☐	☐	a. Maintain appropriate and acceptable personal grooming practices.	_____
☐	☐	☐	b. Maintain appropriate and acceptable personal hygiene standards.	_____
☐	☐	☐	c. Indicate positive outlook future.	_____
☐	☐	☐	d. Demonstrate a desire to work.	_____
☐	☐	☐	e. Avoid distractions.	_____
☐	☐	☐	f. Work hard.	_____
☐	☐	☐	g. Speak well of employer.	_____
			IV. Working with Others	
☐	☐	☐	a. Do not interfere or hinder work of others.	_____
☐	☐	☐	b. Treat co-workers cordially.	_____
☐	☐	☐	c. Help others when requested to do so by supervisor.	_____
☐	☐	☐	d. Interact appropriately with co-workers.	_____
☐	☐	☐	e. Avoid disputes and resolve conflicts quickly.	_____
			V. Performance Quality	
☐	☐	☐	a. Exercise appropriate safety precautions at work and learning stations.	_____
☐	☐	☐	b. Perform consistent with demonstrated levels of ability and skill.	_____

Rating			Item	Comments
Jan.	Feb.	Mar.		
☐	☐	☐	c. Show interest and enthusiasm for job and trade.	_____
☐	☐	☐	d. Demonstrate initiative, resourcefulness and aggressiveness.	_____
☐	☐	☐	e. Work steadily and at an appropriate speed.	_____
☐	☐	☐	f. Check work for accuracy and quality.	_____
☐	☐	☐	g. Produce an acceptable amount of work.	_____
☐	☐	☐	h. Organize work, materials and tools prior to undertaking task.	_____
☐	☐	☐	i. Do not abuse or misuse tools, equipment and materials.	_____
☐	☐	☐	j. Recover quickly from setback or adversity.	_____
☐	☐	☐	k. Review work to see if it is the best he or she can do.	_____
☐	☐	☐	l. Compare work with that of accomplished journeymen.	_____
☐	☐	☐	m. Strive to improve.	_____

Additional Information

For additional information about pride in work, talk with master craftsworkers at your job. Such persons are excellent sources of information, both about rules and about investing yourself in your job.

Self-Test Exercises

Answer the following questions and check your answers with those in the Appendix. If you have difficulty with any questions, reread sections of this chapter before going on to the Posttest.

1. What are two ways you could show interest and/or initiative on the job?
   a. _____
   b. _____

2. List two ways you could demonstrate loyalty and honesty on the job.

   a. _____
   b. _____

3. List two ways you could be cooperative and pleasant on the job.

   a. _____
   b. _____

4. Read the following situations. Identify any cases where the employees are behaving inappropriately and suggest how you might behave more appropriately.

   a. Myra is an extremely fast worker. She always finishes her assignments on time and usually works extra hard so that she can go talk with her friend Ella.

      Answer: _____

   b. Ellis works in a small machine shop run by his wife's uncle, Sam. It is all right with Sam for employees to borrow tools as long as they are brought back the next day. Ellis borrowed a drill bit to work on a job over the weekend. He didn't quite finish the job, and since it was a bit that was rarely used he decided to leave it home until Tuesday.

      Answer: _____

5. Explain why personal rewards are important on the job.

   Answer: _____

5. Appendix

Pretest Answers

1. In organizations there are multiple levels of power, authority and responsibility. Everyone is answerable to someone else.

2. Any four of the following five elements:

   a. Members
   b. Rules and structures
   c. Purposes and goals
   d. Activities
   e. Organized to last for a long time

3. A line position is one that works directly to produce outcome or goal of organization.

4. a. Use foreman/supervisor for communication.
   b. Use foreman/supervisor for directions/information.
   c. Do not ask for or expect special treatment.
   d. Accept and use suggestions/directions.
   e. Upon receiving directions, be sure you understand them before trying to use them.

5. A "formal" rule is a written policy or rule.

6. Formal rules typically cover:
   a. benefits
   b. attendance/punctuality
   c. reasonable effort
   d. work schedule and effort
   e. housekeeping and safety
   f. productivity/quality
   g. salary or wages
   h. leave
   i. expenses/reimbursement
   j. equipment use
   k. probation
   l. due process

7. Maturity means:
   a. punctuality
   b. interaction

c. use of suggestions
d. how aggressively you approach a new task
e. dependability
f. avoid distractions

Answers Self-Test Exercises

Chapter 2: The Nature of Organizations

1. Any four of the following:

   a. Use foreman/supervisor for communication.
   b. Use foreman/supervisor as source of information and directions.
   c. Do not ask for or expect special treatment.
   d. Accept and use suggestions and directions.
   e. Upon receiving directions, repeat your understanding of the directions and goals before trying to achieve.

2. Within an organization every level of responsibility is answerable to another level within the company; even the president is answerable to the stockholders.

3. Organizations are created to last longer than their members. Members who retire are replaced and members who do not perform are replaced.

Chapter 3: Work Behaviors and Rules

1. Three of the following:

   a. Worker orientation program
   b. Policy manual of employer or program sponsor
   c. Union agreement
   d. Supervisor
   e. Management

2. a. Vacation leave policy
   b. Holiday policies

3. Benefits include such items as retirement plans, health insurance, disability insurance, compensation, and profit sharing.

4. Any four of the following:

   a. Punctuality.
   b. Time to get into work routine about breaks.
   c. The way you interact with others on this job.
   d. How well you accept and use suggestions.
   e. How aggressively you approach a new task.
   f. How well you avoid distractions.
   g. How dependable you are in terms of keeping your word.

Chapter 4: Pride in Work

1,2,3 Refer to list on page 17 for set of behaviors to answer each question.

4. a. Myra should be admired for working efficiently. She would be more appreciated if she would not use her extra time to converse with Ella. This may interfere with Ella's work or cause Myra to take too many short cuts in completing her own work. Instead, she could use the time to check her own work, perhaps help a co-worker, see if there is something else she could work on, or learn other aspects of her job or others' jobs.

   b. Ellis should have returned the bit on Monday. Abusing such privileges often leads to losing them. This would not only hurt Ellis, but also not make him very popular with co-workers.

5. Employers have few rewards other than limited salary opportunities to offer as rewards. Therefore, you must work to develop your own system for rewards and personal satisfaction.

Posttest

Directions: Answer the following questions and check your answers using those that follow. If you score 70 percent or better, continue your work in the next booklet. If you score less than 70 percent, repeat the portions of this module with which you had difficulty.

1. If an employee is dismissed for immaturity, what kinds of problems was he or she likely to have been experiencing? (List two):

   a. _____
   b. _____

2. What is meant by the phrase of "limited reward structure" of employers?

   Answer: _____

3. What kinds of behaviors can you exhibit to demonstrate your loyalty and honesty? (Name four):

   a. _____
   b. _____
   c. _____
   d. _____

4. What problems with cooperation are exhibited with the following scenario?

   Ted and Paula work in an auto body shop. Recently, Ted has been attending a class to learn a new repair technique. Paula says to Ted, "Come see what I did to that Chevy the Johnsons brought in." Ted looks at the nice repair job Paula did and says, "Using the new way I'm learning you wouldn't even spot that wrinkle with a microscope."

5. What kinds of policy are covered under the category of work schedule/record?

   Answer: _____

6. List four ways to work with your supervisor and/or foreman.

   a. _____
   b. _____
   c. _____
   d. _____

7. What is meant by the phrase "organizations are created to last for a long period of time."

   Answer: _____

8. Explain the term "work effort."

   Answer: _____

9. How does "work effort" relate to investing oneself?

   Answer: _____

Answers To Posttest

1. Any two of the following:

   a. How punctual he or she was.
   b. The appropriateness of his or her instruction skills.
   c. How aggressively he or she attacked new tasks.
   d. How dependable he or she was in completing tasks.
   e. How well he or she avoided distractions.
   f. How well he or she kept their word.
   g. How little time he or she wasted.

2. Usually, about the only way companies can say "thank you" is with money. However, money is limited by the overall salary structure and long time usefulness as a reward.

3. Any four of the following:

   a. Always do what you say you will do.
   b. Respond truthfully to questions.
   c. Do not put down other employees or othe employer.
   d. Do not borrow or keep tools.
   e. Be fair about hours worked and expenses claimed.
   f. Talk about positive aspects of work and workplace.
   g. Be honest in dealings with customers or clients; do not misrepresent employer.

4. Ted is keeping up to date on his job. But he should not use this to make Paula feel bad about a job that she had obviously been proud of. Ted should have shown some interest in and appreciation of Paula's work. At another time, he could tell Paula about the technique he is learning in class and perhaps encourage Paula to use the technique and perhaps attend class.

5. Work schedule/record; hours to work; lunch and coffee breaks; clocking in and out; work records.

6. a. Use foreman/supervisor for communication.
   b. Use foreman/supervisor for direction.
   c. Do not ask for or expect special favors.
   d. Accept and use suggestions of supervisor/foreman.
   e. Be sure you understand directions before beginning work.

7. Organizations are created to function continually. They are intended to replace members who retire or who do "not work out."

8. "Work effort" means that you try hard and take pride in what you do. You attend to allowed tolerances, efficiency, and productivity.

9. Investing oneself means taking your work personally, taking initiative, displaying loyalty, being interested, and working cooperatively. All these attributes are part of the notion of work effort as you take pride in what you do and work hard.

Scoring:

There are 12 possible points. You must score 8 points to be successful in your effort.

Question 1 counts 2 points, one point for each answer.
Question 2 counts 1 point.
Question 3 counts 2 points, one half-point for each answer.
Question 4 counts 1 point.
Question 5 counts 1 point.
Question 6 counts 2 points, one-half point for each answer.
Question 7 counts 1 point.
Question 8 counts 1 point.
Question 9 counts 1 point.

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